



UNIVERSITI KUALA LUMPUR
KAMPUS CAWANGAN MALAYSIAN SPANISH INSTITUTE

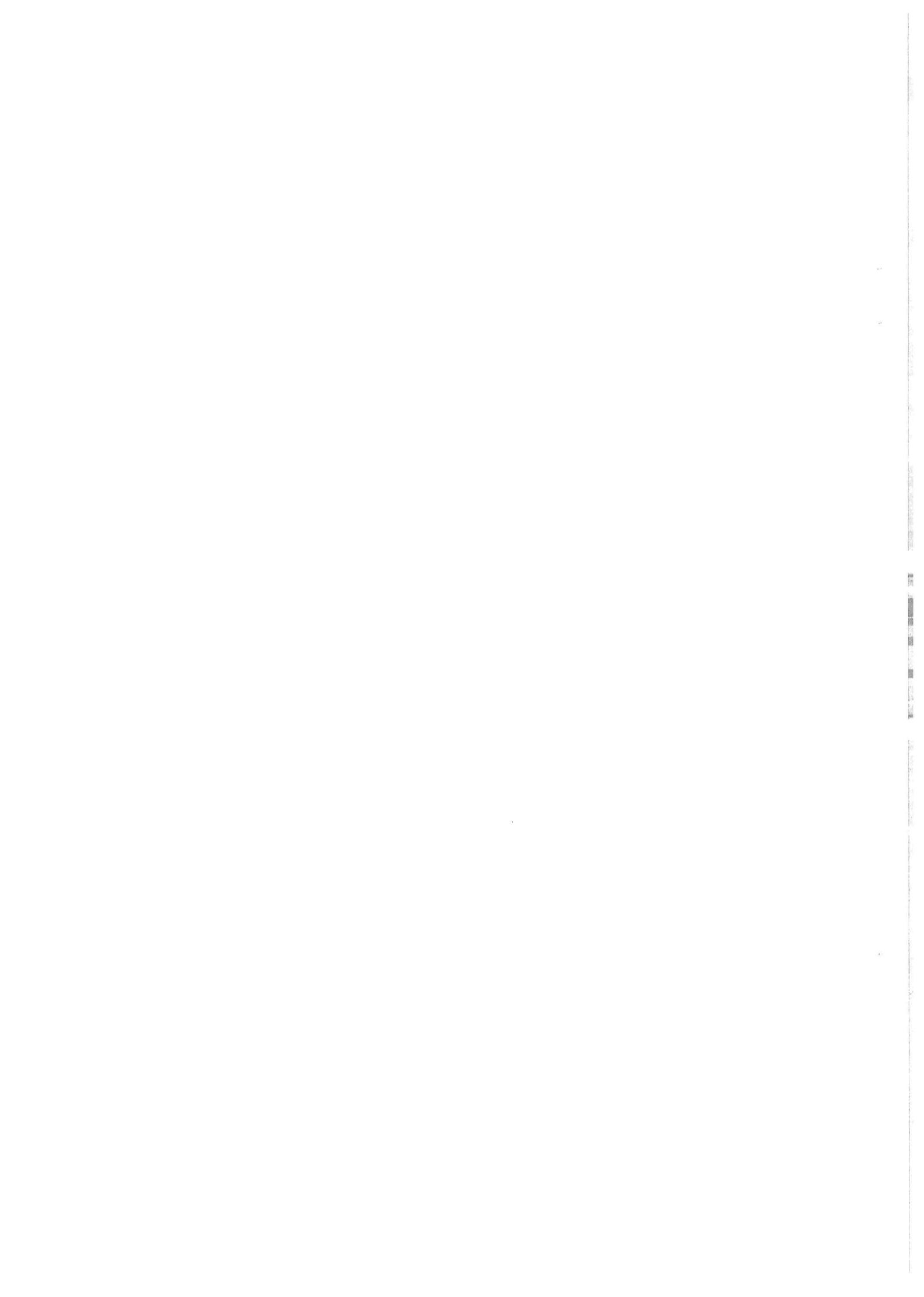
FINAL EXAMINATION
JULY 2023 SEMESTER

COURSE CODE : SSP 01604
COURSE NAME : INTRODUCTION TO MANAGEMENT
PROGRAMME NAME : FOUNDATION IN SCIENCE AND ARTS
DATE : 9 JANUARY 2024
TIME : 9.00 AM – 11.00 AM
DURATION : 2 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper has information printed on both sides of the paper.
3. This question paper consists of Section A and B.
4. Answer ALL questions in Section A. For Section B, answer THREE (3) questions only.
5. Please write your answers on the OMR answer script and answer booklet provided.
6. Answer ALL questions in English Language ONLY.

THERE ARE 9 PAGES OF QUESTIONS, EXCLUDING THIS PAGE.



SECTION A (Total: 25 marks)**INSTRUCTION: Answer ALL questions.****Please use the objective answer sheet provided.**

1. In what order do managers typically perform managerial functions?
 - A. Organizing, Planning, Controlling, Leading
 - B. Planning, Controlling, Organizing, Leading
 - C. Planning, Organizing, Leading, Controlling
 - D. Planning, Leading, Organizing, Controlling

2. What is the process of measuring and monitoring performance, comparing it with the set of goals and making corrections?
 - A. Planning
 - B. Leading
 - C. Controlling
 - D. Organizing

3. At ABC Manufacturing Company, the employees work together to achieve the company goals and objectives. This describes _____.
 - A. Ad hoc teams
 - B. An organization
 - C. Visionaries
 - D. A force

4. According to Henry Mintzberg, decisional roles are to assist managers in making decisions that solve problems or analyze & take advantage of opportunities. Identify the responsibilities involved as a decision maker:
 - A. Disseminator, Disturbance handler, Resource allocator, Negotiator
 - B. Entrepreneur, Spokesperson, Disturbance handler, Liaison
 - C. Disturbance handler, Resource allocator, Negotiator, Figurehead
 - D. Entrepreneur, Disturbance handler, Resource allocation, Negotiator

5. According to Abraham Maslow, what is the most important need that must be fulfilled first?
- A. Esteem needs
 - B. Physiological needs
 - C. Love and belongingness needs
 - D. Safety needs
6. Which of the following is a crucial aspect of strategic planning?
- A. It is a broad concept that consists of business and corporate strategy
 - B. It is an overall concept that consists of strategy formulation and implementation
 - C. It is a broad concept that consists of environmental and internal analysis
 - D. It is a general concept that consists of business input and outputs
7. Henri Fayol is known as _____.
- A. The father of general management
 - B. The father of shop floor management
 - C. The father of scientific management
 - D. All the above
8. Which of the following is the correct meaning of concentration of decision-making authority?
- A. Span of management
 - B. Centralization
 - C. Decentralization
 - D. None of the above
9. Which statement accurately defines work specialization?
- A. It clarifies who reports to whom
 - B. The degree to which tasks are grouped together
 - C. Individual employees specialize in doing part of an activity rather than the entire activity
 - D. Jobs are ranked relative only to their worth or value to the businesses

10. Work teams composed of individuals from various functional specialties are known as _____ teams.
- A. differentiated
 - B. weak
 - C. product
 - D. cross-functional
11. When conflict arises between subordinates, what is the first step might a leader take?
- A. Step in and quickly help the teams mediate the conflict to avoid any unnecessary escalation
 - B. Step back and encourage employees to resolve the conflict themselves so they will learn how to resolve conflicts on their own and handle future issues
 - C. Step out of the 'field of action' for a moment, to gain insights into the nature of the conflict
 - D. All the above
12. Which of the following is an example of democratic leadership?
- A. "We can go to the zoo or bird park for this outing. I am okay with anything."
 - B. "I need your feedback before I decide. Please speak out."
 - C. Everybody will fall in at 1400 hour sharp."
 - D. "Can I just proceed without a further meeting with the team?"
13. The nature of controlling process is known as _____.
- A. Past-oriented
 - B. Future-oriented
 - C. Present-oriented
 - D. None of the above
14. Which of the following is a feature of McGregor's Theory X?
- A. Workers enjoy responsibility
 - B. Workers view physical and mental effort as a natural part of work
 - C. Workers like to show initiative
 - D. Workers like to be directed

15. How does lateral communication in an organization occur?
- A. Information passes upwards
 - B. Information passes downwards
 - C. Information is a two-way process
 - D. Information passes between different departments and functions
16. What is the richest form of information?
- A. Face-to-face
 - B. Telephone
 - C. E-mail
 - D. Video conference
17. In the context of motivation in the workplace, hygiene factors are associated with whom?
- A. Frederick Herzberg
 - B. D. C. McClelland
 - C. Abraham Maslow
 - D. Douglas McGregor
18. Define an appropriate meaning of authority.
- A. The ability to organize people
 - B. The power to command and direct
 - C. The need for order
 - D. The right to change jobs or tasks
19. What are the three interpersonal roles of managers?
- A. Figurehead, Leader, Liaison
 - B. Spokesperson, Leader, Coordinator
 - C. Director, Coordinator, Disseminator
 - D. Communicator, Organizer, Spokesperson
20. Which of these is NOT part of the recognized challenges for modern managers?
- A. Micro-managing the workforce
 - B. Managing communications
 - C. Managing change
 - D. Managing the learning organization

21. Which of the following is NOT included in a job design?
- A. Identifying what tasks need to be carried out
 - B. When and how tasks are to be carried out
 - C. The number of tasks to be carried out
 - D. The payment rates for the tasks carried out
22. What are the key characteristics of transactional leaders?
- A. Guiding, mentoring and motivating
 - B. Guiding, commanding and motivating
 - C. Guiding, demonstrating and motivating
 - D. Guiding, mentoring and demonstrating
23. Which of the following characterizes a manager as being efficient?
- A. Use a minimum amount of resources for the outputs produced to meet targets
 - B. Devote a large amount of time to set a comprehensive planning
 - C. Achieving goals and objectives
 - D. Interview, select and train people who are most suitable to be hired
24. What is the term for power derived from status or position in an organization?
- A. Referent
 - B. Expert
 - C. Reward
 - D. Legitimate
25. What is the term for action in which managers at an organization analyze the current situation of their organization and then develop plans to accomplish its mission and achieve its goals?
- A. Synergy planning
 - B. Strategy formulation
 - C. Functional planning
 - D. SWOT analysis

Section B (Total: 75 marks)

INSTRUCTION: Answer THREE questions only.

Please use the answer booklet provided.

Question 1

- (a) Briefly describe the objectives of planning in managing an organization.
(6 marks)

- (b) Leadership is the process of directing the behavior of others toward the accomplishment of company goals. State the SEVEN traits associated with leadership.
(7 marks)

- (c) The analysis of strengths and weaknesses is known as SWOT analysis. Explain the purpose of this analysis for an organization from a planning perspective.
(12 marks)

Question 2

- (a) Division of work is known as an approach to the completion of a complex task which involves breaking the task into a few simpler tasks. Briefly explain the THREE advantages of this work specialization. (6 marks)
- (b) According to Abraham Maslow's, individuals have various needs and try to satisfy these needs using a priority system. Describe Maslow's hierarchy of needs. (5 marks)
- (c) The span of management refers to the number of subordinates who can be managed efficiently by a superior. Discuss the SEVEN major factors influencing span of management. (14 marks)

Question 3

(a) Briefly explain the following terms:

i. Single – Use Plan (5 marks)

ii. Standing Plan (5 marks)

(b) Departmentalization is a process of grouping jobs into separate units' activities or tasks that are proposed. State the SIX types of departmentalization structures. (6 marks)

(c) Delegation is the process of transferring the authority for a specific task to another member of the organization and empowering that individual to accomplish the task effectively. However, in some cases there are some managers who are reluctant to delegate tasks to subordinates. Discuss the THREE potential barriers of this issue. (9 marks)

Question 4

(a) The managers use several methods for controlling the behaviour of the employees. Differentiate the following methods:

- i. Positive reinforcement (2 marks)
- ii. Negative reinforcement (2 marks)
- iii. Extinction (2 marks)
- iv. Punishment (2 marks)

(b) State the FIVE progressive approaches of leadership. (5 marks)

(c) Communication is the process that managers use to interact with subordinates, supervisors, customers, suppliers, owners and the public. One of the interpersonal communication categories is known as nonverbal communication. Briefly explain the SIX classifications of nonverbal communication. (12 marks)

END OF EXAMINATION PAPER

